Update on UNICEF efforts on improving the Organizational Culture and on Tackling Sexual Misconduct

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Protection from sexual exploitation and abuse – Major results

Assistance
8.6 million people reached with gender-based violence programmes (Q1-Q2 2021), including most reported sexual exploitation and abuse survivors

Progress: satisfactory ratings (MOPAN); 98% of staff know UNICEF is serious; new Strategic Plan indicators

Risk mitigation: new emergency procedures; all ~4000 civil society partners risk assessed, 2,000 helped with capacity

Inter-agency contributions: Guidance/training (victim assistance, investigations); partner capacity assessments shared UN-wide; IASC website; coordinator support

Independent panel review – Implementation status of recommendations

Not yet started, 1

Delayed, 3

Completed, 11

On track/ongoing, 22
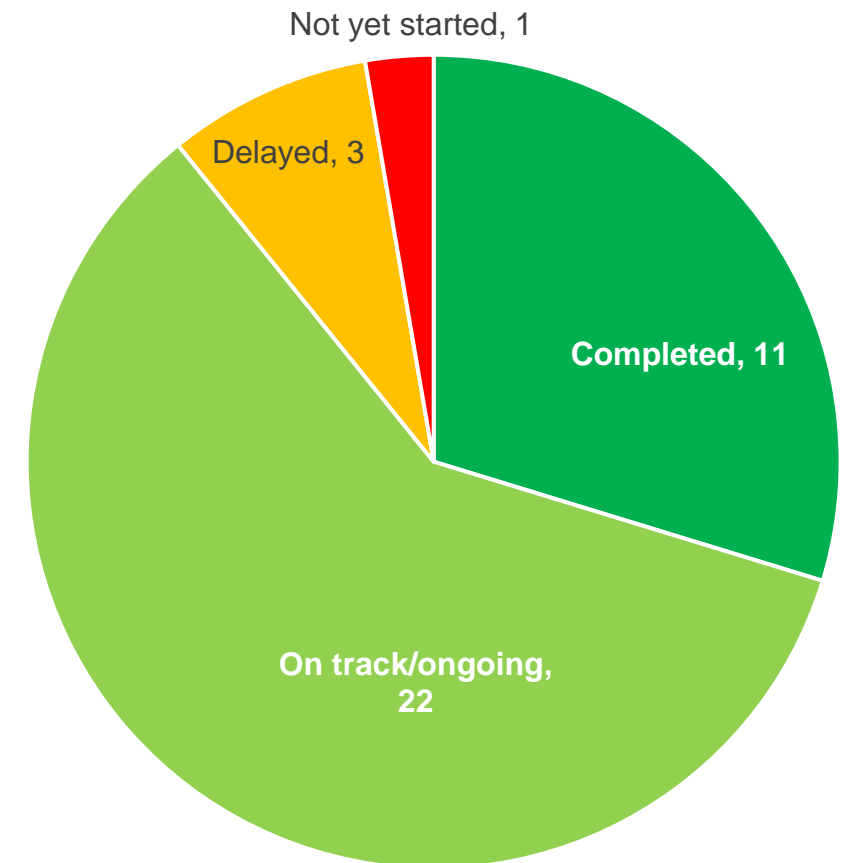
Tackling sexual harassment – Major results

UNICEF strategy to tackle sexual exploitation and abuse/sexual harassment: 5 Priorities

Organizational culture of zero tolerance	**Safe, trusted reporting mechanisms**
Swift, credible investigations and sanctions	**Survivor-centred responses**

Working with partners to fight sexual exploitation & abuse/sexual harassment

ORGANIZATIONAL CULTURE – 95% completion of sexual harassment course; *Dignity at Work Guide and Toolkit* launched

- **REPORTING –** 10 cases Q1-Q3 (2021) (≈15 in 2020)

- **INVESTIGATIONS AND SANCTIONS** – 88% of sexual misconduct investigations within time targets; 5 people disciplined (4 separated) for sexual harassment in 2021

- **SURVIVOR-CENTRED RESPONSE** – User-friendly guidance on process; review of standards for victim-friendliness; counselling sessions offered in 9 cases

- **WORKING WITH PARTNERS** – Continued work with Chief Executive Boards for Coordination task force on sexual harassment

Organizational culture

- **Pulse Check on workplace culture**

- **Humans of UNICEF peer-to-peer appreciation programme**: 2,400+ nominations

- **Leading during COVID-19 Conversations with Senior Leaders**: 8th round held in September with 120 leaders.

- **Mediation**: Global Mediation Pledge signed; mediation webinars and Conversations with Mediators; 22 mediations conducted for UNICEF in 2021

- **Ethics Month** – October
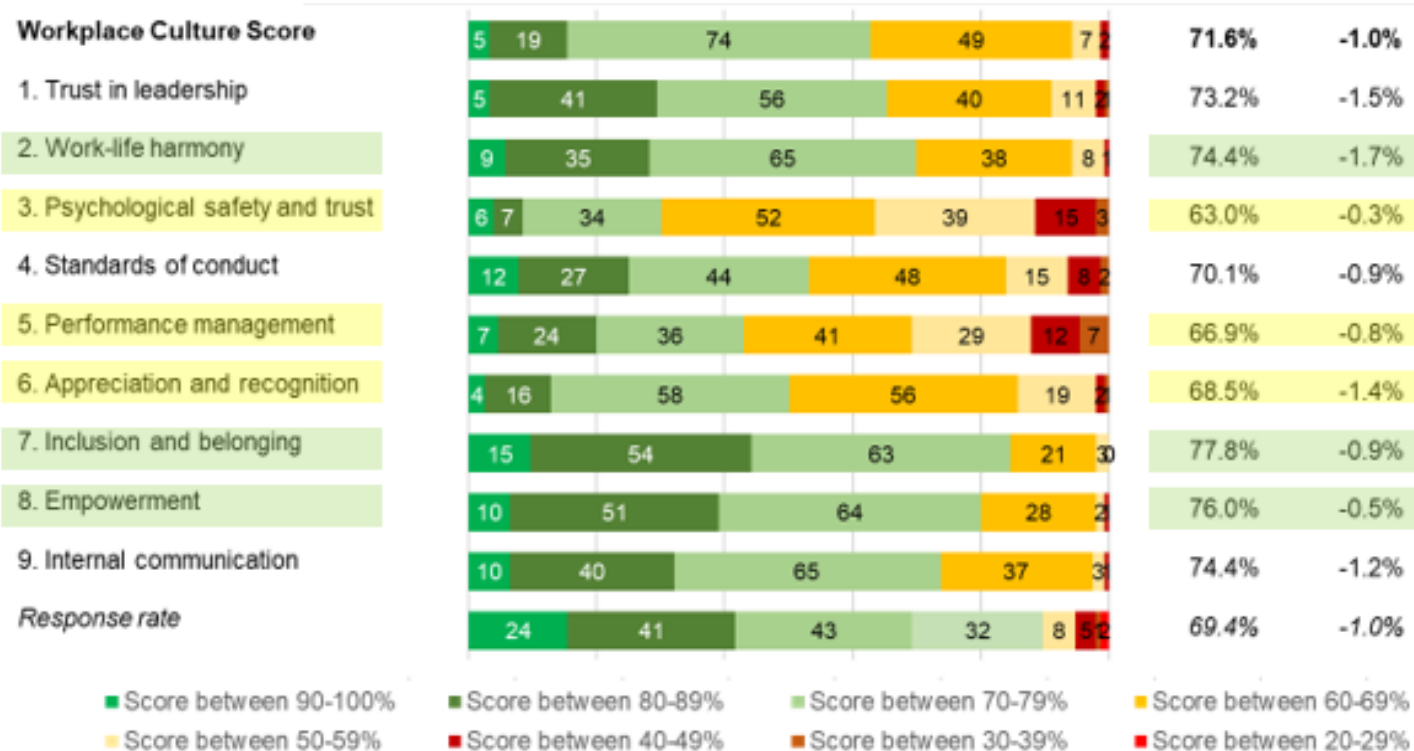
Status of Recommendations from the ITF Report, as of end 2021
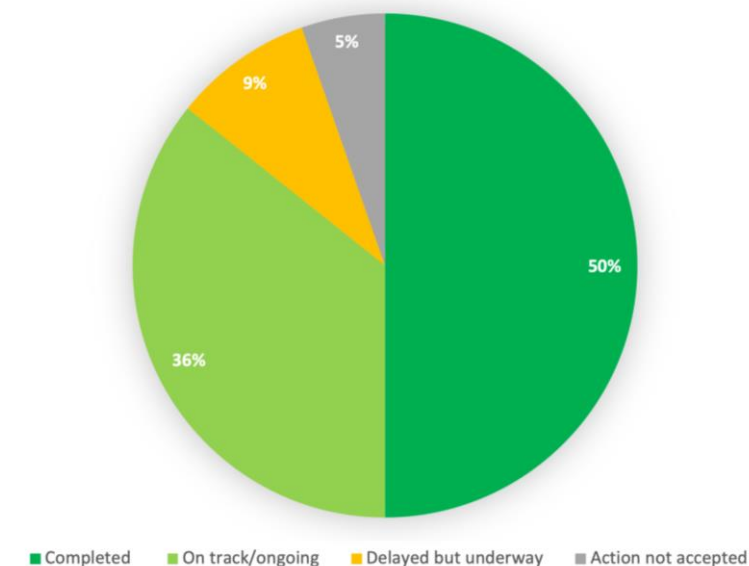
Diversity, equity and inclusion

- 100+ recommendations made by the internal Task Team

- Funding provided for employee resource groups

- New Culture and Diversity team

- Global reporting on diversity, equity and inclusion by all offices as part of 2021 annual reporting

- Racism and Discrimination: 'Courageous conversations' held in several offices, Regional Management Team meetings

- Gender: EDGE recertification in progress; gender parity at P5 level achieved for the first time ever

- Persons with disabilities: expanded use of reasonable accommodation, including during recruitment; 12 United Nations Volunteers with disabilities joined UNICEF; accessibility of UNICEF offices is being promoted

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Task Team on Anti-Racism
and Discrimination
- Recommendations for Actions
Anti-Racism &
Discrimination
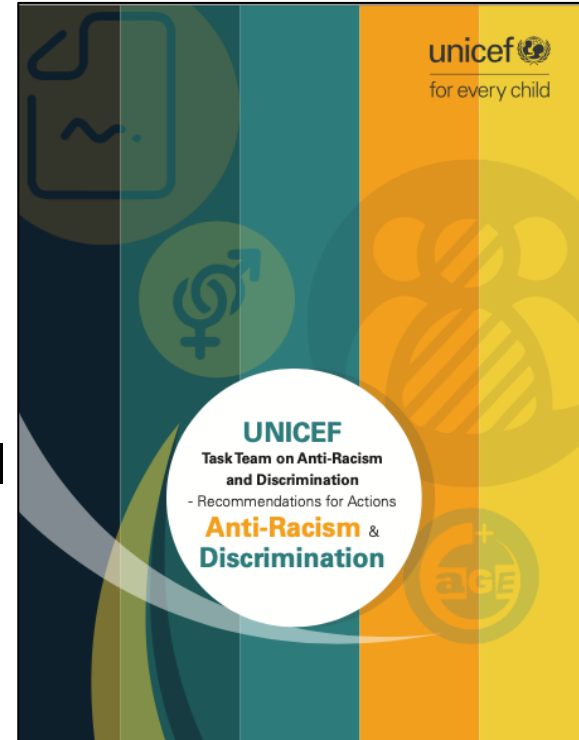
Challenges persist

Protection from sexual exploitation and abuse/Sexual harassment:

- Socio-cultural and legal tolerance of sexual exploitation and abuse

- Community awareness

- Community-based complaint mechanisms

- Victim assistance – gaps in service categories and reach

- Prevention

- Detection and reporting

Organizational culture:

- Stronger linkages between human resources and organizational culture, especially managing performance, accountability, talent management

- Lack of confidence/trust in systems and outcomes; fear of retaliation

- Perceived tolerance of misconduct

- Staff perceptions of change lagging

- Denial/seeing it as relevant for only some regions – especially for racism

- Internalize culture and values-based behaviour into mindsets

Thank you.

UNICEF Executive Board – 2022 first regular session (8–11 February 2022)
Item 9: Update on implementation of recommendations independent panel review and report of Independent Task Force

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